

DEPARTMENT OF TRANSPORTATION - District 4 Toll Bridge Program

333 Burma Rd.
Oakland, CA 94607
(510) 622-5660, (510) 286-0550 fax



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June 14, 2007

Contract No. 04-0120F4
04-SF-80-13.2 / 13.9
Self-Anchored Suspension Bridge
Letter No. 05.03.01-000316

Michael Flowers
Project Executive
American Bridge/Fluor Enterprises, a JV
375 Burma Road
Oakland, CA 94607

Dear Michael Flowers,

Project Issues Schedule and Concerns

The Department is in receipt of ABF's response to State Letter 05.03.01-000251, "Project Schedule Issues and Concerns", dated May 25 and received May 31. Although we take exception to many of the statements made in your response, we would like to acknowledge ABF's ongoing efforts to provide a current, contemporaneous plan to complete the Project. We appreciate that ABF *"is in full agreement that a contemporaneous schedule is an important project management tool . . ."* However, the ongoing delays in providing a current up-to-date schedule, that includes a plan for current work, as well as a current plan to completion, is depriving the project stake holders the benefits of such a project management tool.

We have recently been informed by ABF that the earliest submission of a "current" schedule is now anticipated to be August 20, 2007. The Department is concerned that many concurrent factors have potentially delayed the Project, including: site and personnel mobilization, overseas facility set-up, equipment procurement, subcontractor agreements and coordination, fabrication procedure submissions, language and cultural barriers, and drawing preparation issues. In addition, the Baseline Schedule Plan has undergone significant changes in the past several months and none of these changes or revisions have, as yet, been incorporated into the schedule. The schedule is a dynamic tool that needs to incorporate all known changes, regardless of responsibility or cause, which assists in creating accurate forecasts and identifying potential mitigation efforts.

ABF suggests that the information provided in team meetings is sufficient to identify the project's critical issues (i.e. controlling operations) and determine future mitigation efforts. However, verbal commentary at meetings is not reliable and is not a substitute for an accurate up-to-date schedule, as required by Contract. On the contrary, information provided at various meetings is often vague, limited in scope, incomplete and generalized. Furthermore, it is not unusual for information regarding critical operations provided in one meeting to conflict with information provided in another team or schedule meeting.

The Department will continue to expedite submittal reviews and responses to RFI's, although it is impossible to provide suggestions or directives on how best to mitigate any potential delays, regardless of the responsible party, without a current plan to complete the work. Identifying schedule delays, providing mitigation measures and work-a-rounds is the Contractor responsibility regardless of the cause of the delays.

Please submit a revised up-to-date schedule that reflects the current plan to complete the Project without delay.

In the interim, we again request that ABF provide the most current available schedule information, in whatever format is available to ABF at this time, for critical or near critical activities, including schedules for ZPMC Fabrication, Accelerated Working Drawings and Shear Leg Barge Construction. This scheduling information, previously requested in the Department's May 23rd correspondence, is requested immediately in advance of the ongoing effort to provide an up-to-date project overall project schedule.

Sincerely,



GARY PURSELL
Resident Engineer

cc: Bill Shedd
file: 05.03.01, 26.07